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DTR-1 285

16 July 1968

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MEMORANDUM FOR THE RECORD

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SUBJECT: 11 July Meeting with the [REDACTED]
[REDACTED] Subj: Senior Operations Seminar

1. After discussions with Chief, OPSEER, and various other senior officers in the CS, [REDACTED] has developed in broad outline certain concepts which he feels should be incorporated into a Senior Operations Seminar. The seminar, he believes, would be an extremely important and significant contribution to senior officers. He says it is apparent not only to him and other officers in the CS but most particularly to the DDP himself that such senior or advanced training is not available and is urgently needed. The target group of the seminar would be senior GS-14 up through and including super-grade officers. [REDACTED] stated that the group represents some [REDACTED] people. He thinks the course should be run perhaps three or four times a year and that in the space of two to two and a half years a considerable majority needing the training would have received it. The fundamental purpose of the seminar would be to enhance and increase the ability of senior personnel in the CS to provide operational management in a meaningful way as Headquarters backstopping for the stations and bases abroad.

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2. Although admittedly a rough outline of course content, the following represents planning and ideas so far conceived. Underlying the whole seminar would be the theme of operational management, including the application of PPB concepts. These would encompass the Field's input to the annual PPB exercise done at Headquarters. The seminar would also concentrate heavily on what

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[] calls the theoretical dissection of at least one station for each geographic area. The students would study each situation and would recommend correct action to be taken on existing problems in light of the Operating Directive set for the station plus Headquarters back-stop capabilities and guidance. The seminar would also consider the development of measurement criteria to determine the effectiveness of the operational programs of various stations. This would involve the evaluation of assets already in being and those planned for the future, taking into account the various environmental factors influencing such assets.

3. Further in regard to the content of the seminar, there would be consideration of how to handle, or otherwise how to set up a way of determining station priorities. Additionally, the students in the seminar would be confronted with two problems each in the [] and CA fields (possibly also in [] for recommended solution. The results would then be compared with the actual CS position on the problems. Another segment of the seminar would give some attention to specific subjects dealing with the "latest state of the art", e.g., what is new in communications, technical support, etc. Finally, the seminar would attempt to pose the question to be considered apparently in all of its segments, the question where we should be as a goal five years in the future (i.e., with respect to cover, types of operations, support matters, etc.).

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4. [] feels, and the rest of us at the meeting also feel, that if a really meaningful seminar can be developed by some form or another on what is mentioned above then we would most likely really have achieved a form of advanced training. While there would seem to be no argument that the concept and the need are apparent, the question is how to provide flesh for the bones. My own feeling is that in order to bring a sound idea into hard reality requires concentrated work of one or more individuals. The consensus of the meeting was generally that the way to go about this is to create a committee in OTR composed of one, possibly two, representatives of the Operations School and [] with additional and appropriate CS representation. In addition, there would have to be at least one person who would actually do the real work of pulling together materials, devising schedules, etc. I considered it essential that this person be assigned to this job and no other until the work is done. All of us at the meeting agreed that a target date should be fixed for the presen-

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tation of the seminar and it would seem that we should aim for a time shortly after January 1969. In other words, there would be about four months plus in which to get agreement for the course, consideration by all necessary people regarding the course and its purposes, and the developing of it. [] agrees with the principle that to develop this type of course requires full support by the DDP himself and all of the necessary licenses depending therefrom.

[] feels and we all agreed that there should be a senior CS officer who would not only work with OTR but also representatives within the CS to whom the project officer (whom we have referred to as the employee) could turn for the solution to any problems and getting access to any materials and also for directing the access to same. The "employee" selected must have a rather unusual combination of talents. Not only must he have a good knowledge of pedagogical requirements but he must also have excellent credentials vis-a-vis the CS. Further, since the seminar is to be as realistically close as possible to that term in function, the "employee" should know a good deal about management training principles. Under the circumstances, I believe that the consideration should be given to assigning [] to the job.

[]

Chief, Operations School/TR

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